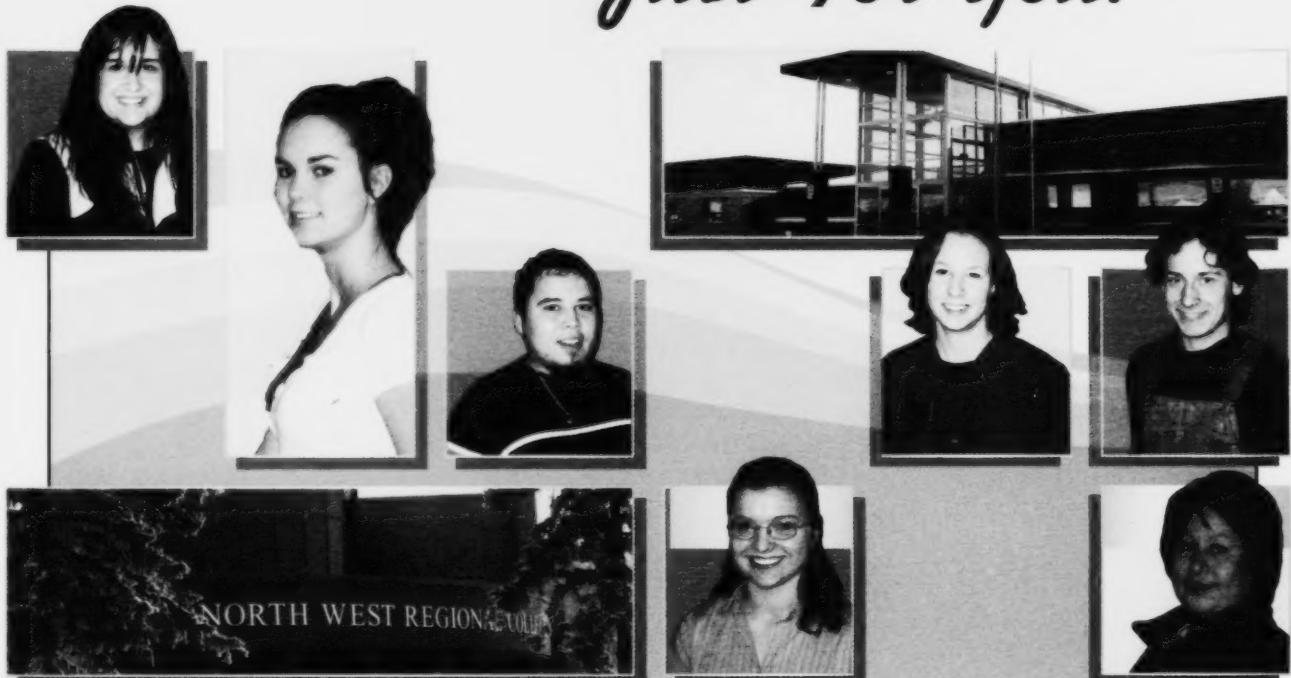


North West Regional College

Just For You!



2005 - 06
Annual Report



North West Regional College

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December 31, 2006

The Honourable Minister Pat Atkinson
Minister of Advanced Education & Employment
Legislative Building, Room 322
Regina SK S4S 0B3

The Honourable Minister Atkinson:

On behalf of the Board, and in accordance with Section 16 of the Regional Colleges Act and Section 14 of the Regional Colleges Regulations, I am pleased to submit the Annual Report of North West Regional College for the fiscal year ended June 30, 2006.

Sincerely,

Ann McArthur
Chairperson
Board of Governors

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Governance



Ann McArthur
Board Chairperson
Battleford



Norman Deutscher
Board Vice-Chairperson
Meadow Lake



John Hritzuk
St. Walburg



Bob Clipperton
North Battleford



Annette Smith
Shell Lake



Sandra Favel Rewerts
Cut Knife



Carol Lafond
Muskeg Lake Cree Nation

REGULAR BOARD MEETINGS

August 29, 2005
September 26, 2005
October 31, 2005
November 28, 2005
December 16, 2005
January 30, 2006
February 27, 2006
April 20, 2006
May 23, 2006
June 26, 2006

ANNUAL MEETING

June 26, 2006

BOARD COMMITTEES

Executive Committee
Finance Committee
Board Bylaw & Policy
Review Committee

Board of Governors' Report

Within the regional college system there is one constant – our world will be in a continual state of change. As reflected in the 2005-06 Annual Report, North West Regional College responded well to satisfying the ever-evolving needs of the region. Once again the dedicated, energetic staff of the College made significant steps towards satisfying the institution's strategic goals.

The composition of the Board itself saw change during the year. Three long serving Board members, John Hritzuk, Bob Clipperton, and Annette Smith closed out their terms with the Board at the end of the 2005-06 year. Their wise insight and guidance contributed to the sound governance enjoyed by North West Regional College over the past number of years.

The Board of Governors recognizes the importance of understanding the needs of our region and the province in setting the direction of the College. Not only do individual Board members bring a perspective from their communities or constituencies, but the Board as a whole undertakes various initiatives each year. In 2005-06, the Board continued with past practice by engaging a variety of stakeholders in dialogue on matters of common interest. Through the course of the year the Board met with student groups from across the region, met with civic leadership in a number of communities, hosted a joint meeting with Northlands College Board of Governors, and met with senior leadership from Advanced Education and Employment.

Good governance doesn't happen by accident. Board members from North West recognize the importance of continually developing their governance skills. During the year, governors participated in the Association of Saskatchewan Regional Colleges Governor Development Workshop as well as the Association of Canadian Community Colleges annual conference. These conferences not only provided invaluable development of governance skills but also provided an opportunity to share experiences and perspectives with other leaders from across the province and the country.

The Board addressed two initiatives on the labour relations front in 2005-06. The Board was extremely pleased to ratify a new collective agreement for in-scope staff covering the period September 2003 to August 2006. With proposed changes to provincial legislation, the Board initiated a review and reconsideration of the College's mandatory retirement policy.

Health and safety of staff and students is of the utmost importance to the Board of Governors. In 2005-06 the Board initiated a review of policies and protocols that will position the College to best respond to critical events that might jeopardize the well-being of staff and students - events such as the potential flu pandemic or threats within the College environment.

The much anticipated *Final Report of the 2005 Training System Review Panel – A New Training Model for Saskatchewan* was well received by the Board of Governors. The panel's report and recommendations recognize the significant development and maturation of the system. It is our perspective that action on these recommendations will lead to the potential of the regional colleges, as suggested by the panel, being fully realized. North West Regional College is committed to maximizing our contribution to our communities, our region, and the province as a whole.



Ann McArthur, Board Chairperson

President's Report

2005-06 was a tremendous year for the province of Saskatchewan. The province celebrated its centenary with a year filled with the most wonderful community and provincial events - a celebration that put a spotlight on our province like no other time in our brief history. At the same time, the province of Saskatchewan has been enjoying tremendous growth in our economy fueled by a very strong resource sector. Expansion of the province's economy is dependent upon developing and maintaining a skilled workforce, one that is representative of the population of our province. North West Regional College is committed to the development of a skilled and representative workforce. The results reflected in this report confirm the progress made in achieving our goals in 2005-06.

Participation levels in College programs were very similar to the previous year; nearly 2,200 individuals participated in the various programs offered throughout our vast region. We continue to strive for a representative workforce and I am pleased to report that 42% of our student population was Aboriginal in this reporting period. While this percentage is similar to the prior year, it is encouraging to report that Aboriginal participation levels in skills training and university programs increased over 2004-05.

North West Regional College prides itself on being responsive to the needs of business and industry in our region. This is exemplified by two programs introduced in 2005-06. In September 2005 the College launched a four-year education degree program. Offered in partnership with the First Nations University of Canada at our Meadow Lake campus, 26 students from the northwest completed the first year of studies towards a Bachelor of Education (Indian Elementary) Degree. School boards across the northwest are anxiously awaiting the graduation of these students in 2009. The use of pharmacy technicians across Canada is on the increase as hospitals and pharmacies react to a shortage of pharmacists. In January 2006 the College was pleased to be chosen as the first site outside of a SIAST campus for delivery of SIAST's Pharmacy Technician program.

Financially, the College is in a strong, stable position. Operating fund revenues for the year were \$7.28 million, an increase of 4.4% over the previous year. Incremental funding from the province of Saskatchewan for programs and personnel costs accounted for the majority of the increase. Related operating fund expenses however, increased by 6.0% to \$7.14 million, resulting in a slight surplus on operations for the year.

Developing a skilled, highly-qualified workforce and the challenges facing Canada in doing so has become more prominent on the national agenda. In February 2006, the Premiers of Ontario and Quebec co-hosted the *Competing for Tomorrow Summit on Post-Secondary Education and Training*. The message was clear – our competitive economic standing is dependent on the skilled workforce. North West Regional College will continue to make a meaningful contribution to this agenda.



Bryan Nylander, President & CEO

Goals

The College will be responsive to the needs of business and industry in the region by providing quality training and education that develops a skilled workforce.

Objectives	<p>Increase the number of individuals who successfully complete their educational and/or employment goals.</p> <p>Increase the number of Aboriginal people who successfully complete post-secondary programs and/or enter the workforce.</p> <p>Increase the number of regional business and industry training needs being met.</p>	<p>Major Initiatives</p> <ul style="list-style-type: none"> Through a partnership with the First Nations University of Canada, the University of Regina, Meadow Lake Tribal Council, and Meadow Lake School Division, the College initiated a 4-year degree program in Indian Elementary Education to respond to the challenges in recruiting and retaining teachers in the northwest part of the province. The BE program was expanded to provide more opportunities for individuals to develop the foundation skills necessary for employment and post-secondary education and training. In response to labour market demands, a diverse selection of program offerings were made available to students. Implemented recommendations of an internal basic education (BE) program review. Initiated a review of subsidized skills training programs. Delivered the first Pharmacy Technician program offered by a regional college. Added a diploma level Business program for students specializing in Business Administration.
	Performance Measures	<p>Measures</p> <p>75% of all full-time institute credit skills training program students will successfully complete their program.</p>
<p>90% of graduates from skills training programs will be employed within three months of graduation.</p>		<p>80% of the 2005-06 full-time students gained employment within 3 months.</p>
<p>75% of all students who enter BE will achieve their educational objectives.</p>		<p>75%</p>
<p>The number of graduates from Grade 12 will increase by 10% over the previous year.</p>		<p>52 graduated from Adult 12. This represents a 49% increase from 2004-05.</p>
<p>University students will achieve an 80% success rate in their classes.</p>		<p>96% completed their classes.</p>
<p>30% of all graduates from skills training programs will be Aboriginal.</p>		<p>32%</p>
<p>30% of successful completers of university programming will be Aboriginal.</p>		<p>44%</p>
		<p>75% of all full-time institute credit program graduates will be employed in their field of study within 1 year of graduation.</p>
		<p>70% of 2004-05 full-time grads were employed.</p>

The College will be inclusive, providing opportunity for all people within the region to be successful in training and education leading to employment.

Objectives	<p>Participation and graduation rates in each program discipline will be representative of the population of the College region.</p> <p>Foundation skills must be provided for those who were unsuccessful in the K-12 system.</p> <p>Immigrants to the region must be provided with the necessary skills to enter the workforce and become valued members of our communities.</p> <p>The learning environments provided by the College will be conducive to learning and be welcoming to all people.</p> <p>Increase scholarship funds available to assist students in achieving post-secondary goals.</p>		<p>Major Initiatives</p> <ul style="list-style-type: none"> ▪ Evaluated and refined recruitment strategies in cooperation with Aboriginal partners to ensure representative participation in post-secondary. ▪ Worked cooperatively with Aboriginal organizations and other community partners to implement strategies that support student success. ▪ Implemented a comprehensive BE program, expanding access on the east and west sides of the College region. ▪ Initiated a review of facilities to ensure appropriate learning environments are provided. ▪ Focussed on increasing resources available for scholarships from private sector partners. ▪ Co-hosted Northwest REDA's strategic planning workshop in Meadow Lake.
	Measures	Results	
Performance Measures	Graduates from skills training and university programs will be representative of the population.	44% of university completers, and 32% of skills training grads were Aboriginal. Regionally, 30% of the population is Aboriginal.	
	A comprehensive BE program is available in response to the needs of the region.	<p>The College expanded its offerings of BE in 2005-06.</p> <p>A new program called Linking Employment, Abilities, & Potential (LEAP) was initiated in partnership with Battlefords Tribal Council, Living Skies School Division, Northwest Catholic School Division, and Sakewew High School.</p>	
	Language training is provided in a timely manner to immigrants in our communities.	Introduced English as a Second Language (ESL) training for immigrants through a partnership with Federal and Provincial Immigration, and with the Immigration Support Committee of the Battlefords Chamber of Commerce.	
	The College provides timely services to assist immigrants in obtaining recognition of prior learning.	Through funding from the Aboriginal Adult Literacy Life Collection, portfolio development was used to identify skills and to increase awareness of how they transfer to employment opportunities.	
	Student satisfaction with the learning environment will be high in all demographic groups.	Entrance, mid-year, and exit surveys are administered to students each year. Student satisfaction is high.	
	The number of scholarships available will increase by 25% each year.	The number of businesses and organizations contributing scholarships increased. Thirty-two scholarships, totalling over \$23,000, were awarded to students.	

The College will make meaningful contributions to rural revitalization and economic development within the region.

Objectives	<p>The College has an active role in organizations around the region that promote economic development.</p> <p>The College is viewed as a regional asset by the organizations involved in developing and implementing economic strategies.</p> <p>Increase the number of youth who remain in the region to obtain their post-secondary training.</p> <p>Training programs will satisfy the needs of business and industry throughout the region by training local people for local employment.</p>	<p align="center">Major Initiatives</p> <ul style="list-style-type: none"> ▪ Assisted in the administration of the Canadian Agricultural Skills Service (CASS) program and provided services to over 200 farm families. ▪ New BE and full-time skills training programs were offered in rural locations, including Turtleford, Thunderchild, and Big River. ▪ The Generations Ahead interagency partnership in Rosthern increased training by 600 days with additional funding from Career Start. ▪ Career Days were attended at high schools throughout the region. ▪ In collaboration with Carpenter High School, the College hosted a large Career Expo in Meadow Lake.
	<p align="center">Measures</p>	<p align="center">Results</p>
Performance Measures	<p>The College is a participating member in all REDAs in our region that allow institutional membership.</p> <p>The College is an active member in the Chamber of Commerce/Board of Trade in all significant communities in our region.</p> <p>Civic bodies, REDAs, Chambers, tourism councils, business associations refer to NWRC when promoting their communities, and solicit input from NWRC in the development of economic strategies.</p>	<p>College staff sit on the boards of Midwest REDA and Northwest REDA. Other REDAs with significant geography in the College region include Big Gully, Border, Battlefords, Prairie to Pine, and Prince Albert REDAs.</p> <p>Battlefords and Meadow Lake Chambers of Commerce have a senior college staff on their boards of directors.</p> <p>NWRC advertises in tourism guides, and in Chamber of Commerce promotional material.</p>
	<p>60% of the registrants in credit skills training programs are 25 or younger.</p>	<p>33% of full-time skills training students in 2005-06 were 25 years of age or younger.</p>

When Terence Landrie first entered the classroom he was a young man with a family and a dream for a better future. He wanted an academic Grade 12 so that he could become an engineer. However, he needed to complete Grade 10 and write the GED before he could start Grade 12. In typical Terence fashion, he got down to it and worked hard to achieve his educational goals. At the same time, he tutored other students and participated in the student community. Terence has achieved success! He now owns and manages a roofing business in North Battleford and is well on his way to securing a better life for himself and his family.



The College will be an important component of a seamless education system focussed on student success.

Objectives	<p>Increased cooperation between the K-12 and post-secondary systems to inform youth of their career opportunities and assist in making informed decisions on their future.</p> <p>Increased cooperation between the K-12 system, the Apprenticeship and Trade Certification Commission, and the post-secondary system in promoting the "trades" as viable career options for youth.</p> <p>Increased cooperation between the K-12 system and the College in addressing issues that prevent successful completion of secondary education.</p> <p>Increased cooperation between the College and SIAST to address the waitlists in high demand trade programs to ensure timely access by clients across the province.</p> <p>Increased partnership with other post-secondary institutions and agencies in the provision of programs and services that respond to regional and provincial needs.</p>	<p>Major Initiatives</p> <ul style="list-style-type: none"> Strategies to promote careers in the trades were developed through consultation with Apprenticeship Commission, Tribal Council staff, tradespeople, school divisions, and other organizations. Worked cooperatively with Northlands College to serve the northwest side of the province. Continued discussions with SIAST to develop and implement collaborative strategies to respond to high demand trade programs.
	<p>Measures</p> <p>All high school clients in the region have access to career counseling services and information for use in career selection and pathing.</p> <p>The percentage of recent high school leavers (within 1 year) entering into trades or apprenticeship programs increases significantly.</p> <p>Improved success rates of students completing their secondary education in high school; reduced demand for BE.</p> <p>Period of time clients on waitlists for high demand trade programs is reduced.</p> <p>The number of partnerships will increase each year.</p>	<p>Results</p> <ul style="list-style-type: none"> Worked with local business to match government funds to create more Centennial Merit Scholarships used to recruit students into post-secondary opportunities.

Having secured employment at McKittrick Community School in North Battleford as a direct result of completing the Education Assistant (EA) program, Amanda Landry is very positive about her experience at North West Regional College. "I'm glad I took the EA program. It included seminars and workshops that I wouldn't have otherwise been able to attend because of cost. I really enjoyed my instructor...and I did way better in this program than I did in high school!"

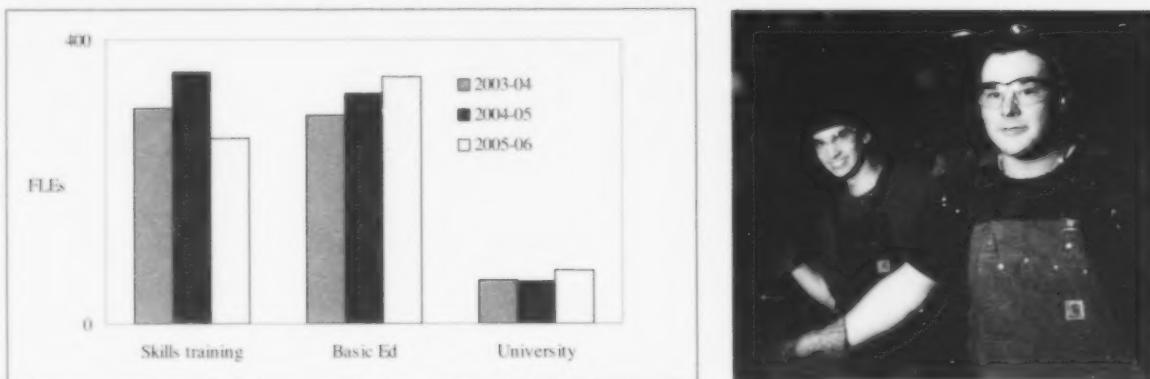
Having grown up in the Battlefords, being able to attend the College close to home and her family was an important factor. The positive environment was another thing Amanda really appreciated. "Students from other classes were very friendly and we'd all hang out together in the student lounge. I still keep in touch with some of my classmates. I'm in a good job now, and I want to thank the College for providing me with that opportunity."



Summary of Programs

Recent trends in full load equivalents (FLEs) for program areas are highlighted in Figure 1. Following a stable period, the intake of Bachelor of Education students into a four year degree program contributed to an increase in university FLEs.

Figure 1. Full-load equivalents, by program area for years 2003-04 to 2005-06.



- The level of BE programming continued its trend of increasing FLEs.

Table 1 presents FLEs achieved in 2005-06. The number of FLEs was 7% lower than the previous year's results, and 21% lower than business plan expectations. Differences from business plan expectations are due to lower than anticipated enrolments and cancellations. In addition, no full-time industry credit programs such as Waste Water Management materialized during the academic year.

Table 1. Summary of program activity for 2005-06, with comparison to 2004-05 and Business Plan.

Program Area	2004-05		2005-06	
	FLEs	FLEs	Business Plan FLEs	Variance from Business Plan (%)
Basic Education	323			
BE: Credit		245	243	1%
BE: Non -Credit		102	128	-20%
Skills Training*	353			
Institute Credit		178	230	-23%
Industry Credit		50	92	-46%
Non-credit		32	83	-61%
University	58	75	85	-12%
Total	734	682	861	-21%

* excluding work-based training



After completing her GED at Northwest Regional College, Julie Oullette said that taking the welding program "made the most sense." She took welding in high school, and enjoyed it. "It's like watching fireworks every day." Despite it being a nontraditional occupation for women, Julie, winner of the instructor award, said, "I totally think more girls should go into welding. Women pay more attention to details ... they make good welders."

"Julie was an exceptional student - not afraid to attempt anything" comments her instructor. "She would keep at it until she learned it."

Julie finds welding rewarding and comments, "It feels like you actually accomplish something." Currently employed at Western Weld in North Battleford, she is well on her way to achieving her goal of journeyperson status. When she talks about when she first entered the College without her Grade 12 to where she is right now - in a lucrative career in welding - Julie feels her College time was well worth it.

Skills Training

- This program area includes institute credit, non-credit, industry credit, and work-based training. A wide array of full-time and part-time skills training programs were offered throughout the College region. Participant hours for each of these areas are provided in Table 2. Skills training accounted for 40% of participant hours.
- 88% of full-time institute credit students completed their program. Institute credit programming involved 386 students in 178 FLEs of skills training.
- The College hosted a strategic planning session that assisted Northwest REDA in developing their economic development strategy.
- Demand for tradespeople remains strong. In addition to training in business, education, and health, the College also provided training in a variety of trades. Graduates from these programs were eligible to enter into employment and apprenticeship opportunities.
- Full-time certificate and diploma programs offered in the 2005-06 academic year were:

Business Certificate
Welding
Educational Assistant
Pharmacy Technician
Practical Nursing
Heavy Equipment Operator
Heavy Equipment Truck & Transport Technician

Business Diploma - Business Admin.
Continuing Care Assistant
Electrician
Early Childhood Education
Plumbing and Pipefitting

- A total of 249,189 participant hours were provided in 2005-06. This is an 8% decrease from the College's 4-year average of 271,536.
- Full-time skills training programs were held throughout the region. Training was held in Turtleford, Thunderchild and Big River and the two main campuses in Meadow Lake and North Battleford.

Table 2. Summary of skills training activity, by participant hours.

Skills Training Program Area	Participant Hours			
	2002-03	2003-04	2004-05	2005-06
Institute Credit	206,729	182,850	190,850	160,119
JobStart/Future Skills	63,360	34,560	70,960	69,440
Industry Credit	10,301	16,569	19,768	12,036
Non-credit	19,229	7,672	14,108	7,594
Total	299,619	241,651	295,686	249,189

- 64% of skills training participant hours were in institute credit programming.
- Part-time training was provided throughout the region via SCN, online, and face-to-face modes. Rural part-time programming took place in Big River, Spiritwood, Unity, St. Walburg, and Turtleford.
- Completion rates for Aboriginal students in skills training remained at 90% for the second straight year. Aboriginal students made up over 1/3 of the completers and graduates, exceeding the College goal of 30%.
- For the first time, the College offered a diploma level specialty of the Business program. Business Administration was offered at Battlefords Campus.
- The Pharmacy Technician program was introduced in 2005-06 to help meet the demand for these workers in the health care sector.



Sabrina Ripka grew up in the Battlefords. Although she took 2 years of Natural Resources in Vermillion and worked in Saskatoon, she eventually returned to North Battleford. Laid off from work and reassessing her career, Sabrina realized she had always enjoyed maths and sciences. With an interest in the health care field, she decided to enter the Pharmacy Technician program at Kelsey Campus. However, facing a 5 year waitlist she surfed the internet to check out other options. She soon discovered that her local College was offering the same program! She applied and was accepted!

"It was a tough course but I really enjoyed it." stated Sabrina. "The students helped each other out, and it was great having such a small class. With six of us, we had lots of one-on-one with the instructor." After completing practicums at Battlefords Union Hospital and at Wal-Mart, she accepted a position at Shoppers Drug Mart. "It was good having both practicum experiences, they were completely different."



Clifton Saddleback's transition to College was not a smooth one. However, Clifton's belief in himself and the desire to provide a good life for his newborn son, gave him the determination to finish his Grade 12 and work towards a career. He returned to school to complete his Grade 12 at Sakewew High School, but never forgot the encouragement given to him by his welding teacher at the North Battleford Comprehensive High School who told him he had "good hands" for welding.

Clifton needed help in math, and had to work hard to achieve his certificate, but he never got discouraged ... he was totally determined.

Now working full-time at GLM Industries Clifton talks about welding being more fun than it is a job. Initially starting work on a part-time basis he quickly moved to full-time and is indentured in the apprenticeship program.

"People who knew me before are amazed to see where I am now. I've turned my life around!"



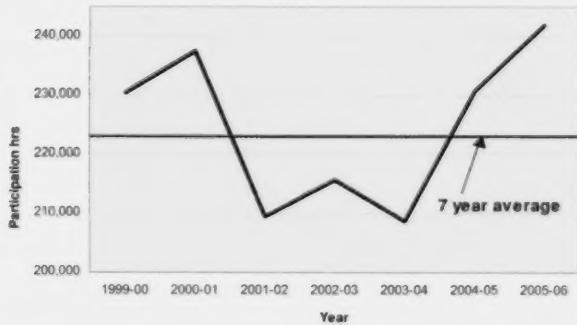
After working at Saskatchewan Hospital for many years and enjoying it, a shoulder injury put Sherry Doom on Worker's Compensation. Because of the physical demands of her job, she was unable to return. Despite having multiple learning disabilities, she was encouraged to enter into the educational field as a teacher assistant. After working as a substitute educational assistant (EA) for a couple of years, she realized this was the kind of work she enjoyed and was willing to commit the effort to get the credentials by enrolling in North West Regional College with the hopes of gaining a full-time position.

However, Sherry didn't do so well on her first exam. Fortunately, she attended a learning seminar provided by the College and realized help was available. Sherry credits much of her success to the help she received from the College. "The learning consultant was excellent. She was an angel. She helped me succeed." And succeed she did. Persevering through physical pain, Sherry completed her Educational Assistant program with a 90% overall average, including a very successful practicum at Holy Family School in North Battleford. "Mrs. Doom was my favorite person in the school," said Rachel, Grade 1 student. Employed part-time at Ecole Monseigneur Blais Morand School, Sherry is happy to have a job she enjoys.

Basic Education

- In 2005-06, there were 52 graduates from Adult 12. This was the largest graduating class in the 31 year history of the College.
- 45 of the Adult 12 graduates were Aboriginal. The goal to increase the number of Aboriginal students completing Adult 12 by 50% of baseline was exceeded by 23 students.
- 58 students graduated from Adult 10 in 2005-06.
- A total of 491 students participated in BE programs, accounting for 51% of the College's total FLEs in 2005-06. The 348 FLEs in BE represents an 8% increase from the 323 FLEs achieved in 2004-05.
- BE programs include GED/Bridging, Adult 10, Adult 12 and BE Readiness.
- BE was provided in the Battlefords, Meadow Lake, Leask, Big River, Turtleford, and Rosthern.
- Throughout the region, 79% of Adult 12 completers and graduates went on to further training or employment.
- The business plan focussed on increasing Adult 10 programming to reduce waitlists.
- The College achieved a record number of BE participant hours in the 2005-06 academic year, exceeding the 7 year average shown in Figure 2.
- Comparing the number of students who completed or graduated to the number enrolled in BE, a success rate of 75% was achieved. This is a slight improvement on the 74% achieved in 2004-05.
- Ninety-five percent of the BE population self-declared as either Aboriginal (86%), visible minority (4%), or disabled (5%).

Figure 2. Participation hours in Basic Education, 1999 to 2006.



University

- University students made up 11% of the total FLEs in 2005-06.
- 75 full-time and 64 part-time university students were enrolled in 2005-06, making up an equivalent of 75.2 FLEs. This was a 29% increase over the 58 FLEs in 2004-05 (Table 3).
- Meadow Lake Campus completed the first year of its 4 year teacher education degree program, delivered in collaboration with University of Regina (U of R) and First Nation University of Canada (FNUC).
- Other university programming in Meadow Lake consisted of face-to-face FNUNC courses, supplemented with online and SCN offerings of selected U of R classes.
- The provision of University of Saskatchewan (U of S) classes was the primary focus of university offerings at Battlefords Campus. Students were able to enter directly into the College of Agriculture, and Arts and Science. Open Studies was another option providing students the ability to acquire the necessary prerequisites for entry into other colleges at the U of S in Saskatoon.
- 96% of university students completed their classes.
- University classes were also available online and via SCN at NWRC offices in Spiritwood, St. Walburg and Unity.
- After remaining stable for several years, an increase in university FLEs occurred (Table 3). This was largely due to the genesis of the new teacher education program at Meadow Lake Campus.

Table 3. Summary of university programming, with comparison to previous years.

Year	Participant Hours	FLEs
2002-03	24,804	58
2003-04	23,592	60
2004-05	22,608	58
2005-06	29,328	75



After working for 4 years in the library at Canoe Lake Cree Nation, Robin George overcame self doubts and fears and became determined to advance her career. With the support of her family and friends, she entered the Business program in Meadow Lake.

Robin then took her second year of business at Battlefords Campus, specializing in Business Administration. Robin had a daily 3 hour round-trip commute from Meadow Lake to North Battleford with her 5 year old son. Despite the travel, and the challenges of the Business Administration program, Robin excelled and was recognized with the instructor award.

"I always tried to do my best. The instructors were awesome and support staff were excellent. The College was a great learning experience and a great personal experience too. The front staff were very, very helpful."

Robin is gaining valuable experience at Meadow Lake Tribal Council (MLTC) before she continues her pursuit of a degree in a business-related field. Her experiences as an Administrative Assistant in MLTC's Justice Program and Tribal Policing Department will help her determine the next step in her career.

North West Regional College

"Individualized attention helped to build my skills, while support close to home has given me confidence for next year. Choosing NWRC has been a great start for my career."

Nyna Barclay

www.nwrc.sk.ca

Tables 4 to 7 present detailed enrolment data, student success statistics and other information.

Table 4. Comprehensive Enrolment by Program Groups for North West Regional College.

Program Groups		Actuals							
		2004-05			2005-06				
		FT	PT	Casual	FLEs	FT	PT	Casual	FLEs
SKILLS TRAINING	Institute Credit:								
	SIAST	186	83	15	192	167	200	19	178
	Other	17	41	0	20				
	Apprenticeship & Trade								
	Total Institute Credit	203	124	15	212	167	200	19	178
	Industry Credit:								
	Total Industry Credit	15	190	390	82	0	124	509	50
	Non-Credit								
	Total Non-Credit	0	92	505	59	0	37	505	31
	TOTAL SKILLS TRAINING	218	406	910	353	167	361	1,035	260
BASIC EDUCATION	BE Credit:								
	Adult 12	99	57	0	110.5	121	43	0	118
	Adult 10	99	35	0	87.0	90	42	0	81
	Academic GED	15	123	0	41.5	23	63	0	45
	Total BE Credit	213	215	0	239	234	148	0	245
	BE Non-Credit:								
	Employability/Life Skills								
	English Language Training								
	General Academic Studies	51	56	0	84	69	40	0	103
	Literacy								
	Total BE Non-Credit	51	56	0	84	69	40	0	103
TOTAL BASIC EDUCATION		264	271	0	323	303	188	0	348
UNIVERSITY		52	72	0	58	75	64	0	75
TOTAL ENROLLMENT		534	749	910	734	545	613	1,035	682

FT Full-Time Student is defined as one who is taking courses that collectively require a minimum of 18 hours of scheduled class time per week for a minimum period of 12 weeks. There are two exceptions to this definition: (a) for Apprenticeship and Trade, a complete level (depending on the trade) is required; and (b) for university courses, a minimum of 216 hours of scheduled class time for the academic year.

PT Part-Time Student is defined as one who is taking courses: (a) of less than 12 weeks duration even if they collectively require more than 18 hours of scheduled class time per week; or (b) one who is taking courses that are at least 12 weeks in duration but collectively require less than 18 hours of scheduled class time per week.

Casual Student is defined as one who is taking courses (within a program group) that collectively total less than 30 hours of scheduled class time.

FLE Full-Load Equivalent is defined as the total participant hours divided by the accepted full-load equivalent factor for a program group.

Non-credit = Industry Non-credit, Community/Individual Non-credit, Personal Interest Non-credit.



Working full-time in North Battleford and bringing in a good salary was fine, but due to an onset of diabetes, night shifts became very problematic. "Because of my health, I needed a day job," reflected Brenda Belanger. "Realizing it would be even better for my family's schedule if I could work during school hours, I decided to enroll in North West Regional College's Early Childhood Education (ECE) program to help me get a job and to work the same hours the kids are in school."

Doing very well in her practicum placements helped her secure a position in her preferred location - the school where her daughter attends classes at Sweetgrass First Nation.

"The ECE program had lots of work in a short period of time, but it was so worth it. I really liked working with kids and learning how to develop my skills. The instructor made it interesting and fun. Getting the training to find a job closer to home really helped me and my family."

Table 4A. Enrolment by Program Groups for North Region Program Delivery Centre.

		Actuals							
		2004-05				2005-06			
		Student Enrollment			FLEs	Student Enrollment			FLEs
	Program Groups	FT	PT	Casual		FT	PT	Casual	
SKILLS TRAINING	Institute Credit:								
	SIAST	95	30	0	99.5	88	93	19	87
	Other	0	15	0	0.5				
	Apprenticeship & Trade								
	Total Institute Credit	95	45	0	100	88	93	19	87
	Industry Credit:								
	Total Industry Credit	15	86	112	50	0	57	140	18
	Non-Credit								
	Total Non-Credit	0	55	175	37	0	14	223	11
	TOTAL SKILLS TRAINING	110	186	287	187	88	164	382	116
BASIC EDUCATION	BE Credit:								
	Adult 12	50	31	0	52.5	69	25	0	64
	Adult 10	46	16	0	39	53	16	0	45
	Academic GED	1	70	0	19	0	16	0	2
	Total BE Credit	97	117	0	111	122	57	0	112
	BE Non-Credit:								
	Employability/Life Skills								
	English Language Training								
	General Academic Studies	22	22	0	41	21	22	0	36
	Literacy								
	Total BE Non-Credit	22	22	0	41	21	22	0	36
	TOTAL BASIC EDUCATION	119	139	0	152	143	79	0	148
UNIVERSITY		13	25	0	16	35	25	0	36
	TOTAL ENROLLMENT	242	350	287	355	266	268	382	300

Enrolment information is presented on a geographical basis, based on the area where the related programs were delivered. Programs coordinated through the St. Walburg and Spiritwood offices, and the Meadow Lake Campus are reported under the North Region program delivery centre. Programming coordinated through the Unity office and Battlefords Campus are reported under the South Region.



Judy Knowles' interest in becoming an Educational Assistant (EA) began when she started volunteering in her daughter's kindergarten class in Unity. She continued to volunteer in the classroom over the years, and eventually began subbing in the elementary and in the high schools. Losing out on a couple of job opportunities, she decided to make the sacrifices required to get her certificate "after 20 or so years without studying. Having the certificate gives me more confidence," stated Judy. "The program was a lot of hard work, but I enjoyed it."

Despite travelling one hour to get to Battlefords Campus each morning, she always arrived early and well prepared. In addition to the children and housework, Judy managed a heavy workload in the EA program to complete at the top of her class. Judy's efforts paid off and she has achieved her goal of gaining full-time employment at the High School in Unity.

Table 4B. Enrolment by Program Groups for South Region Program Delivery Centre.

		Actuals							
		2004-05			2005-06				
		Student Enrollment			FLEs		Student Enrollment		
	Program Groups	FT	PT	Casual			FT	PT	Casual
SKILLS TRAINING	Institute Credit:								
	SIAST	91	53	15	92.6	79	107	0	91
	Other	17	27	0	19.3				
	Apprenticeship & Trade								
	Total Institute Credit	108	80	15	111.9	79	107	0	91
	Industry Credit:								
	Total Industry Credit	0	106	278	32.5	0	67	374	32
	Non-Credit								
	Total Non-Credit	0	37	331	21.8	0	22	285	20
	TOTAL SKILLS TRAINING	108	223	624	166	79	196	659	143
BASIC EDUCATION	BE Credit:								
	Adult 12	49	27	0	58	53	18	0	54
	Adult 10	53	19	0	48	37	26	0	36
	Academic GED	14	53	0	22	23	47	0	43
	Total BE Credit	116	99	0	128	113	91	0	133
	BE Non-Credit:								
	Employability/Life Skills								
	English Language Training								
	General Academic Studies	29	34	0	43	48	18	0	66
	Literacy								
	Total BE Non-Credit	29	34	0	43	48	18	0	66
TOTAL BASIC EDUCATION		145	133	0	171	161	109	0	200
UNIVERSITY		39	47	0	42	40	39	0	39
TOTAL ENROLLMENT		292	403	624	380	280	344	659	383

David Igini excelled in welding during high school. In Grade 12 he won a gold medal at the Provincial Skills Canada Competition and a bronze medal at the National level. The event showcases skills in trades and technologies.

Combining his talents for welding and knowledge of the strong demand for welders in the Battlefords, David enrolled in NWRC's Welding program to further train and to prepare himself for a career in the trade.

Representing NWRC at the Skills Canada Competitions in 2006, he again won gold at provincials. That led to a trip to Halifax representing Saskatchewan at the Nationals for a second time. This highlights the positive relationship between the College and North Battleford's Comprehensive High School. Sharing more than just a welding shop, the high school teacher and College instructor work together to keep the two programs aligned, and to encourage high school students into the College program. The College's instructor notes, "The high school is involved as much as the College. Their program is a booster program for ours. Their teacher welds very much the same way as I do, and it makes for an easy transition into our program with great success rates."

"The training I received at North West Regional College helped me win gold at provincials ... and enabled me to compete at Nationals in Halifax." David demonstrated the success of the regional college system to provide quality training in a smaller campus setting. He is an example of the skilled and competent workers being trained and employed in their home communities.

When asked of his future plans David said, "I'm working at GLM Tanks in Battleford and plan to continue living in the Battlefords."



Table 5. Equity Participation Enrollments, by Program Groups for North West Regional College.

Program Groups		Actuals																			
		2004-05						2005-06													
Aboriginal			Visible Minority			Disability			Total Enrollment			Aboriginal			Visible Minority			Disability			
Skills Training	FT	PT	C	FT	PT	C	FT	PT	C	FT	PT	C	FT	PT	C	FT	PT	C	FT	PT	C
Institute Credit																					
SIAST	100	29	0	7	2	0	3	4	0	186	83	15	95	92	6	4	2	0	3	2	0
Other	11	23	0	1	0	0	0	1	0	17	41	0									
Apprenticeship & Trade																					
Total Institute Credit	111	52	0	8	2	0	3	5	0	203	124	15	95	92	6	4	2	0	3	2	0
Industry Credit																					
Total Industry Credit	9	79	79	1	1	3	0	6	5	15	190	390	0	58	111	0	0	5	0	1	6
Non-Credit																					
Total Non-Credit	0	39	27	0	1	0	0	2	4	0	92	505	0	8	61	0	0	0	0	4	0
TOTAL SKILLS TRAINING	120	170	106	9	4	3	3	13	9	218	406	910	95	158	178	4	2	5	3	3	10
Basic Education																					
BE Credit																					
Adult 12	85	50	0	5	3	0	3	1	0	99	57	0	109	31	0	6	1	0	1	3	0
Adult 10	92	33	0	4	2	0	6	0	0	99	35	0	84	35	0	4	2	0	6	3	0
Academic GED	12	96	0	2	2	0	0	2	0	15	123	0	21	40	0	1	2	0	1	3	0
Total BE Credit	189	179	0	11	7	0	9	3	0	213	215	0	214	106	0	11	5	0	8	9	0
BE Non-Credit																					
Employability/Life Skills																					
English Lang. Training																					
General Academic Studies	45	50	0	4	2	0	2	2	0	51	56	0	67	37	0	2	0	0	4	2	0
Literacy																					
Total BE Non-Credit	45	50	0	4	2	0	2	2	0	51	56	0	67	37	0	2	0	0	4	2	0
TOTAL BASIC EDUCATION	234	229	0	15	9	0	11	5	0	264	271	0	281	143	0	13	5	0	12	11	0
University	16	28	0	1	2	0	1	2	0	52	72	0	41	22	0	2	2	0	2	1	0
TOTAL ENROLLMENT	370	427	106	25	15	3	15	20	9	534	749	910	417	323	178	19	9	5	17	15	10

FT = full-time; PT = part-time; C = casual.

"The small class sizes and the comfort to ask questions made the transition to university studies so much easier," states Chris Dewald when asked of his experience at North West Regional College. "Not paying for living expenses was huge," says the 4th year University of Saskatchewan Kinesiology student as he reflects back on his first year at North West Regional College in North Battleford.

Following Grade 12 Chris initially wanted to take a break from his studies, but with encouragement from his parents to "take a few classes" he eventually decided to enroll full-time in his first year of U of S. Coming straight out of high school with top marks made him eligible for a Centennial Merit Scholarship. The financial windfall of winning one was certainly a bonus to his finances. Chris is quick to point out that his choice to take his first year of university at NWRC "is something all first years should do. Guidance from my parents, and even the lack of transportation and parking hassles were benefits that I didn't realize until after."

"In North Battleford, I was able to continue with my part-time job, and was hired to promote College programs to high school students across the region. We had a good group of students in North Battleford and it was lots of fun."



Table 6. Student Success, by Program Groups for North West Regional College.

		Actuals																
		2004-05			2005-06													
Program Groups	Total Completed			Total Graduated			Total Employed			Total Going to Further Training			Total Completed			Total Graduated		
	FT	PT	C	FT	PT	C	FT	PT	C	FT	PT	C	FT	PT	C	FT	PT	C
Skills Training																		
Institute Credit:																		
SIAST	20	57	15	131	12	0	97	13	0	14	6	0	22	137	15	109	26	0
Other:	1	29	0	13	11	0	8	1	0	2	0	0						
Apprenticeship & Trade																		
Total Institute Credit	21	86	15	144	23	0	105	14	0	16	6	0	22	137	51	109	26	0
Industry Credit:																		
Total Industry Credit	6	52	10	7	145	380	0	0	0	0	0	0	0	20	7	0	109	504
Non-Credit																		
Total Non-Credit	0	92	505	0	0	0	0	0	0	0	0	0	0	37	505	0	0	0
TOTAL SKILLS TRAINING	27	230	530	151	168	380	105	14	0	16	6	0	22	194	527	109	135	504
Basic Education																		
BE Credit:																		
Adult 12	54	16	0	31	4	0	8	1	0	61	13	0	57	24	0	49	3	0
Adult 10	25	5	0	53	14	0	0	1	0	65	14	0	24	3	0	42	16	0
Academic GED	12	115	0	0	0	0	1	1	0	3	9	0	11	43	0	7	18	0
Total BE Credit	91	136	0	84	18	0	9	3	0	129	36	0	92	70	0	98	37	0
BE Non-credit																		
Employability/Life Skills																		
English Language Training																		
General Academic Studies	37	32	0	0	0	0	0	0	0	30	28	0	53	17	0	0	0	0
Literacy																		
Total BE Non-credit	37	32	0	0	0	0	0	0	0	30	28	0	53	17	0	0	0	0
TOTAL BASIC EDUCATION	128	168	0	84	18	0	9	3	0	159	64	0	145	87	0	98	37	0
University	51	69	0	0	0	0	0	0	0	0	0	0	68	65	0	0	0	0
TOTAL ENROLLMENT	206	467	530	235	186	380	114	17	0	175	70	0	235	346	527	207	172	504

Completed = number of students who completed course requirements or remained to the end of the program. Graduated = number of students who successfully completed all course requirements resulting in achievement of certification by a recognized credit granting institution or recognized by industry. FT = full-time; PT = part-time; C = Casual.



Entering NWRC to complete her Grade 12, Alexis Fitch was determined to give her best effort - to be involved and to make the most of the experience. "Meeting friends and being active in the SRC made so much of a difference," reflected Alexis. "It made me try harder in my studies too." While she is quick to credit the College for helping her graduate, it's obvious she's highly motivated and determined to succeed in whatever she does.

Now attending the Saskatchewan Urban Native Teacher Education Program (SUNTEP) at the U of S, Alexis' goal is to help kids who like herself experienced difficulties on the road to academic success.

Table 7. Equity Participation, Completers and Graduates, by Program Groups for North West Regional College.

		Actuals														
		2004-05			2005-06											
Skills Training	Program Groups	Aboriginal			Visible Minority			Disability			Aboriginal			Visible Minority		
		E	C	G	E	C	G	E	C	G	E	C	G	E	C	G
Skills Training	Institute Credit															
	SIAST	129	27	65	9	1	6	7	3	1	193	76	72	6	2	2
	Other:	34	19	11	1	0	1	1	1	0						
	Apprenticeship & Trade															
	Total Institute Credit	163	46	76	10	1	7	8	4	1	193	76	72	6	2	2
	Industry Credit															
	Total Industry Credit	167	31	139	5	1	4	11	2	9	169	9	164	5	0	5
	Non-Credit															
	Total Non Credit	66	66	0	1	1	0	6	6	0	69	69	0	0	0	0
	TOTAL SKILLS TRAINING CREDIT	396	143	215	16	3	11	25	12	10	431	154	236	11	2	7
Basic Education	BE Credit															
	Adult 12	135	62	28	8	3	5	4	2	1	140	68	45	7	3	2
	Adult 10	125	25	65	6	1	3	6	5	0	119	24	52	6	1	3
	Academic GED	108	98	0	4	4	0	2	1	0	61	36	18	3	2	1
	Total BE Credit	368	185	93	18	8	8	12	8	1	320	128	115	16	6	17
	BE Non-credit															
	Employability/Life Skills															
	English Language Training															
	General Academic Studies	95	60	0	6	5	0	4	3	0	104	67	0	2	2	0
	Literacy															
	Total BE Non-credit	95	60	0	6	5	0	4	3	0	104	67	0	2	2	0
	TOTAL BASIC EDUCATION	463	245	93	24	13	8	16	11	1	424	195	115	18	8	6
University	University	44	41	0	3	3	0	3	3	0	63	61	0	4	3	0
	TOTAL ENROLLMENT	903	429	308	43	19	19	44	26	11	918	410	351	33	13	13

E = total enrollment; C = completers (number of students who completed course requirements or remained to the end of the program); G = graduates (number of students who successfully completed all course requirements resulting in achievement of certification by a recognized credit granting institution or recognized by industry).

Resuming studies after an 11 year absence from school was not easy. But this single mom with 2 kids, a hairdresser since the age of 17, and often making less than minimum wage, turned to NWRC to begin university classes despite the challenges. Brenda Zulinyk succeeded in earning 3 degrees over the next 8 years while working her way through a variety of jobs along the way. Currently the Coordinator of Victim Services in North Battleford, Brenda credits NWRC for giving her "the opportunity to gain confidence and to enable me to keep my kids in their own environment when I started university. The workshops, tutorials and relaxed environment all factored in to help me focus on my studies and to succeed in that critical start to university. As an anonymous student (in a larger setting) it wouldn't have been as easy, especially as a mature student."

"My success at NWRC gave me momentum, and I was later recognized for high marks by the Golden Key National Honour Society. I was able to own my academic career."



Services

- A broad array of educational and career services were provided throughout the region. NWRC offered career counseling services, assessments, workshops, tutorials, student loan assistance, and resources.
- Provincial Training Allowance (PTA) was administered by College staff.
- To support the learner, the College provided access to a wide variety of information and resources.
- Over twenty workshops were conducted throughout the region, with topics ranging from job search techniques to special sessions on study skills and exam preparation. Information on portfolio development was a focus for the year.
- Exam invigilation services were provided to over 200 individuals who wrote 502 exams. Fifty-two Standardized Admission Tests (SAT exams) were also supervised.
- 2772 external clients accessed counselling services over the past year. Services included career assessments, program information and academic advising as well as assistance with scholarships, student loans, recognition of prior learning (RPL), and program admissions.
- 2379 individuals accessed services provided through Adult Education Centres located in St. Walburg, Spiritwood and Unity. In addition, 630 specific service instances were recorded in the Technology Enhanced Learning (TEL) Centres located in Unity and Big River.

Scholarships

over
\$23,000
awarded

Originally from Onion Lake First Nation, Noella Chief came to NWRC to begin post-secondary training. Meeting all of the challenges that came her way, Noella's determination and commitment to work in child care enabled her to successfully complete her Early Childhood Education Certificate program. As is the experience of many other students, the practicum placement became her place of employment, and she continued to work part-time at the daycare while she completed her studies.

"I enjoyed North West Regional College and working with children. I decided to continue my studies and am currently taking my diploma at SIAST's Kelsey Campus. I can now say I have a good career underway and have a much brighter future than before I started at the College."



Scholarships



Lenore Dalpe and Meadow Lake Credit Union Manager Bill Hammel



Zonia Krawchuk, Terri Thunder, Mark Danczak, North Battleford Elks Club #39



Roberta Johnson, NWRC Scholarship & winner of the RBC Financial Group Scholarship with North Battleford RBC Royal Bank Branch Manager, Elaine Bende



NWRC President and CEO, Bryan Nylander, with Norma Runningaround and Michael Kahmaykotayo, winners of NWRC Technical scholarships



Miranda Moccasin and Alex Balych of the Battlefords Adult Education Committee



Norm Deutscher, NWRC board member and Jenna Barth, NWRC Scholarship



Kathy Lowe with Jennifer Schneider, winner of the Aaron Lowe Scholarship

SCHOLARSHIPS

HELPING STUDENTS AFFORD EDUCATION



North West Regional College Just for You!

North West Regional College's Scholarship program is supported by progressive businesses and organizations. Students are recognized for academic performance and acknowledged for community contributions. NWRC thanks all scholarship contributors.



Elliott Hildebrand (on the right), with Ultra Print partners Carey Tollefson, Eryl Schweitzer and Kevin Mandin



Nadia Krywicki, Brian Maunula, CEO of BCU Financial and Terri Thunder



Lori Sargent, NWRC Scholarship and Toby Esterby of the Meadow Lake Kinmen Club



Elliott Hildebrand, Kyle Mahon and Lori Pateman, NWRC Scholarships



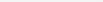
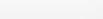
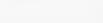
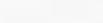
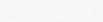
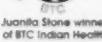
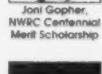
Battlefords BBEX Scholarship recipients Nadia Krywicki and Michael Kahmaykotayo



Chairperson of NWRC's Board of Governors, Ann McArthur with Rylan Rogers, winner of NWRC Board of Governors Scholarship



Irene Tooloos, Executive Director of Kanaweyimik Family Services and Rebekka Burton



Human Resources

College employees during the 2005-06 academic year are presented in Table 8.

Table 8. List of NWRC staff and their respective positions in 2005-06.

Instructors	President and CEO	Office Assistants
Anderson, Brandem	Nylander, Bryan	Bast, Anna
Avery, Curtis		Beaudry, Marlene
Barrett, Richard		Brotzel, Stacey
Borgeson, Debbie		Caplan, Judy
Brotin, Phil		Dubrule, Janice
Cawood, Claudia		Goertzen, Helena
Dimond, Minda		Gray, Sharon
Gagnon, Carmen		Kardynal, Evelyn
Golding, Earl		Keating, Marilyn
Grondin, Ted		King, Donna
Helmink, Darcy		Laschilier, Darlene
Henderson, Joyce		Paskemin, Carol
Hiebert, Ken		Poock, Lois
Iverson, Shannon		Weber, Wanda
Jackow, Deborah		Williamson, Maureen
Jensen, Debbie		Wright, Marilyn
Kozak, Lecia		Zimmer, Roxanne
Kukura, Brent		
Lemaувиel, Albert		
Lowe, Kathy		
Lyon Walls, Lynda		
MacGowan, Judith		
Maier, Lee Ann		
Martin, Nancie		
Michnik, Joan		
Millar, Peter		
Miller, Shelley		
Monette, Carolyn		
Nordin, Denise		
Popplow, Dorothy		
Rogers, Fran		
Samson, Pat		
Sanderson, Arlene		
Shier, Bonnie		
Sonntag, Kim		
Stobbe, Cheryl		
Wasyliw, Audrey		
Weber, June		
Directors		
	Hamilton, Ian	
	Ray, Wayne	
	Roberts, Melanie	
	Steiert, Patt	
Regional Service Assistants		
	Kopp, Carolyn	
	Martens, Karen	
	Reeve, Elaine	
HR Officer		
	Coulson, Patricia	
IT Staff		
	Brondum, Moe	
	Dale, Tanieth	
	Lanson, Darrell	
TEL Clerk		
	Atchison, Paulette	
Counselors		
	Marchand, Jill	
	Murray, Dian	
	Nickel, Kelly	
	Piche, Jessica	
Executive Secretary		
	Beaver, Pam	

NORTH WEST REGIONAL COLLEGE

AUDITORS' REPORT AND FINANCIAL STATEMENTS

June 30, 2006

NORTH WEST REGIONAL COLLEGE

Statement of Management Responsibility

The College is responsible for the preparation of the financial statements and has prepared them in accordance with Canadian generally accepted accounting principles and in accordance with the guidelines developed by Advanced Education and Employment. The College believes the financial statements present fairly the College's financial position as at June 30, 2006 and the results of its operations for the year then ended.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, the College has developed and maintains a system of internal control designed to provide reasonable assurance that College assets are safeguarded from loss and that the accounting records are a reliable basis for the preparation of financial statements.

The Board of Directors carries out its responsibility for the review of the financial statements principally through the Finance Committee. The Finance Committee meets with management and with the external auditors to discuss the results of the audit examinations and financial reporting matters. The external auditors have full access to the Finance Committee with and without the presence of management.

The financial statements for the year ended June 30, 2006 have been reported on by Johnson Holm Svenkeson, Chartered Accountants, P.C. Ltd.. The Auditors' Report outlines the scope of their examination and provides their opinion on the fairness of presentation of the information in the financial statements.



President



Director of Administration

***JOHNSON HOLM SVENKESON,
Chartered Accountants, P.C. Ltd.***

R. W. Johnson, FCA*
G. K. Holm, CA*
B. W. Svenkeson, CA*

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AUDITORS' REPORT

To the Board of Governors
North West Regional College

We have audited the statement of financial position of North West Regional College as at June 30, 2006 and the statements of operations, changes in net assets and cash flows for the year then ended. The College is responsible for preparing these financial statements for Treasury Board's approval. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the College as at June 30, 2006 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

North Battleford, Saskatchewan
August 31, 2006

Johnson Holm Svenkeson
Chartered Accountants



* Denotes a Professional Corporation.

NORTH WEST REGIONAL COLLEGE

 Statement of Financial Position
 as at June 30, 2006

	2006				2005	
	Operating Fund	Capital Fund	Scholarship Fund	Total		Total
Assets						
Current assets						
Cash and cash equivalents	\$ 379,499	\$ 502,298	\$ 56,026	\$ 937,823	\$ 898,548	
Accounts receivable (Note 3)	507,326	-	-	507,326	505,913	
Inventories	31,492	-	-	31,492	23,076	
Prepaid expenses	18,736	-	-	18,736	15,757	
	937,053	502,298	56,026	1,495,377	1,443,294	
Capital assets (Note 4)	<u>-</u>	<u>4,668,531</u>	<u>-</u>	<u>4,668,531</u>	<u>4,861,367</u>	
	<u>\$ 937,053</u>	<u>\$ 5,170,829</u>	<u>\$ 56,026</u>	<u>\$ 6,163,908</u>	<u>\$ 6,304,661</u>	
Liabilities and net assets						
Current liabilities						
Accounts payable and accrued liabilities (Note 5)	\$ 177,619	\$ 123,974	\$ -	\$ 301,593	\$ 118,885	
Accrued salaries and benefits	258,649	-	-	258,649	247,280	
Unearned revenue	188,938	-	-	188,938	301,201	
Current portion of long-term debt (Note 6)	<u>-</u>	<u>71,090</u>	<u>-</u>	<u>71,090</u>	<u>67,400</u>	
	625,206	195,064	-	820,270	734,766	
Long-term debt (Note 6)	<u>-</u>	<u>1,221,321</u>	<u>-</u>	<u>1,221,321</u>	<u>1,292,628</u>	
	<u>625,206</u>	<u>1,416,385</u>	<u>-</u>	<u>2,041,591</u>	<u>2,027,394</u>	
Net assets						
Invested in capital assets						
Internally restricted (Schedule 4)	<u>-</u>	<u>3,376,120</u>	<u>-</u>	<u>3,376,120</u>	<u>3,501,339</u>	
Unrestricted	100,000	378,324	56,026	534,350	579,449	
	<u>211,847</u>	<u>-</u>	<u>-</u>	<u>211,847</u>	<u>196,479</u>	
	311,847	3,754,444	56,026	4,122,317	4,277,267	
	<u>\$ 937,053</u>	<u>\$ 5,170,829</u>	<u>\$ 56,026</u>	<u>\$ 6,163,908</u>	<u>\$ 6,304,661</u>	
Contingency (Note 6)						

See accompanying notes to financial statements.

Approved by the Board:



Chairperson



Vice-Chairperson

NORTH WEST REGIONAL COLLEGE
Statement of Operations
for the year ended June 30, 2006

	Operating Fund			Capital Fund		Scholarship Fund		Total	
	<u>Budget</u> (Note 9)	<u>2006</u>	<u>2005</u>	<u>2006</u>	<u>2005</u>	<u>2006</u>	<u>2005</u>	<u>2006</u>	<u>2005</u>
Revenue (Schedule 1)									
Provincial Government	\$ 5,294,307	\$ 5,399,557	\$ 4,890,134	\$ 137,567	\$ 172,066	\$ 6,250	\$ 3,500	\$ 5,543,374	\$ 5,065,700
Federal Government	-	29,000	10,900	-	-	-	-	29,000	10,900
Other revenue	<u>1,916,634</u>	<u>1,850,029</u>	<u>2,068,880</u>	<u>11,515</u>	<u>20,324</u>	<u>13,817</u>	<u>40,521</u>	<u>1,875,361</u>	<u>2,129,725</u>
	<u>7,210,941</u>	<u>7,278,586</u>	<u>6,969,914</u>	<u>149,082</u>	<u>192,390</u>	<u>20,067</u>	<u>44,021</u>	<u>7,447,735</u>	<u>7,206,325</u>
Expenses (Schedule 2)									
Agency contracts	1,406,014	1,085,146	1,288,244	-	-	-	-	1,085,146	1,288,244
Amortization	-	-	-	372,768	372,758	-	-	372,768	372,758
Equipment	19,478	63,117	29,916	-	-	-	-	63,117	29,916
Facilities	797,519	748,954	641,100	-	-	-	-	748,954	641,100
Information technology	49,493	33,258	16,058	-	-	-	-	33,258	16,058
Operating (Schedule 3)	1,059,784	975,828	948,183	70,384	74,463	-	-	1,046,212	1,022,646
Personal services	3,882,333	4,233,430	3,809,395	-	-	-	-	4,233,430	3,809,395
Scholarship	-	-	-	-	-	19,800	16,800	19,800	16,800
	<u>7,214,621</u>	<u>7,139,733</u>	<u>6,732,896</u>	<u>443,152</u>	<u>447,221</u>	<u>19,800</u>	<u>16,800</u>	<u>7,602,685</u>	<u>7,196,917</u>
(Deficiency) excess of revenue over expenses									
	\$ <u>(3,680)</u>	\$ <u>138,853</u>	\$ <u>237,018</u>	\$ <u>(294,070)</u>	\$ <u>(254,831)</u>	\$ <u>267</u>	\$ <u>27,221</u>	\$ <u>(154,950)</u>	\$ <u>9,408</u>

See accompanying notes to financial statements.

NORTH WEST REGIONAL COLLEGE

**Statement of Changes in Net Assets
for the year ended June 30, 2006**

	2006					2005	
	Operating Fund		Capital Fund				
	<u>Internally Restricted</u>	<u>Unrestricted</u>	<u>Invested in Capital Assets</u>	<u>Internally Restricted</u>	<u>Scholarship Fund</u>	<u>Total</u>	<u>Total</u>
Net assets at beginning of year	\$ 115,000	\$ 196,479	\$ 3,501,339	\$ 410,440	\$ 54,009	\$ 4,277,267	\$ 4,267,859
(Deficiency) excess of revenue over expenses	-	138,853	(294,070)	-	267	(154,950)	9,408
Inter fund transfers							
Invested in capital assets	(15,000)	(121,735)	168,851	(32,116)	-	-	-
Internally restricted	-	(1,750)	-	-	1,750	-	-
Net assets at end of year	<u>\$ 100,000</u>	<u>\$ 211,847</u>	<u>\$ 3,376,120</u>	<u>\$ 378,324</u>	<u>\$ 56,026</u>	<u>\$ 4,122,317</u>	<u>\$ 4,277,267</u>

See accompanying notes to financial statements.

NORTH WEST REGIONAL COLLEGE

Statement of Cash Flows
for the year ended June 30, 2006

	<u>2006</u>	<u>2005</u>
Cash flows from operating activities		
Cash receipts from customers and funding	\$ 7,446,321	\$ 7,160,191
Cash paid to suppliers and employees	<u>(7,159,497)</u>	<u>(6,933,378)</u>
	286,824	226,813
Cash flows from (used in) investing activities		
Purchase of capital assets	<u>(179,932)</u>	<u>(81,627)</u>
Cash flows from (used in) financing activities		
Long-term debt repaid	<u>(67,617)</u>	<u>(63,537)</u>
Net cash provided in the year	39,275	81,649
Cash and cash equivalents at beginning of year	<u>898,548</u>	<u>816,899</u>
Cash and cash equivalents at end of year	<u>\$ 937,823</u>	<u>\$ 898,548</u>

Cash and cash equivalents

Cash and cash equivalents consist of cash on hand, balances and temporary investments with financial institutions.

See accompanying notes to financial statements.

NORTH WEST REGIONAL COLLEGE
Notes to Financial Statements
June 30, 2006

1. Nature of the organization

The North West Regional College offers educational services and programs under the authority of Section 14 of *The Regional Colleges Act*. North West Regional College was established in 1975 as Mistikwa Community College. On January 1, 1988 *The Regional Colleges Act* was proclaimed, and the College was renamed North West Regional College to reflect its new mandate and extended boundaries. The mission of North West Regional College is to provide adult learning opportunities and to promote life-long learning as a means of enhancing the cultural, economic and social life of the individuals and communities it serves.

The Board of the North West Regional College is responsible for administering and managing the educational affairs of the College in accordance with the intent of *The Regional Colleges Act* and its regulations.

2. Significant accounting policies

These financial statements are prepared in accordance with Canadian generally accepted accounting principles, and include the following significant accounting policies contained in the Regional Colleges' Accounting and Reporting Manual:

a) Fund accounting

The accounts of the College are maintained in accordance with the principles of fund accounting. For accounting and reporting purposes, resources are classified into funds in accordance with specified activities or objectives.

i) Operating fund

This fund contains current revenue, expenses, assets and liabilities pertaining to the general activities of the College.

ii) Capital fund

The capital fund reflects the net book value of all capital assets of the College after taking into consideration any associated long term debt. The capital fund includes contributions, interest, and donations designed for capital purposes by the contributor. Also included in the capital fund are the appropriations for future capital expenditures.

iii) Scholarship fund

The scholarship fund accounts for all designated donations, grants and specifically allocated operating revenues for the purpose of awarding scholarships to students of the College.

NORTH WEST REGIONAL COLLEGE**Notes to Financial Statements****June 30, 2006****2. Significant accounting policies (continued)****b) Inventories**

Inventories are valued at lower of cost or net realizable value.

c) Capital assets

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair market value at the date of contribution. Capital assets costing under the asset threshold are expensed in the current year. Amortization is charged on a straight-line basis over the estimated useful lives of the assets at the following rates, and is reported as an expense in the capital fund:

Buildings	2.5% to 4%
Furniture and equipment	10% to 33%

d) Revenue recognition

The College follows the restricted fund method of accounting for contributions. Restricted contributions related to general operations are recognized as revenue of the operating fund in the year in which the related expenses are incurred. Contributions restricted for capital assets are recognized as revenue of the capital fund when received or receivable.

Unrestricted operating transfers are recognized as revenue of the operating fund when received or receivable. Tuition and fee revenue is recognized as the course of instruction is delivered. Revenue from contractual services is recognized as the service is delivered.

e) Use of estimates

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenue and expenses during the reporting period. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the period in which they become known.

3. Accounts receivable

	<u>2006</u>	<u>2005</u>
Advanced Education and Employment	\$ 319,354	\$ -
Saskatchewan Learning	-	216,035
Federal Government	-	16,050
Saskatchewan Institute of Applied Science and Technology	1,575	2,777
Other	204,412	284,123
Less: allowance for doubtful accounts	<u>(18,015)</u>	<u>(13,072)</u>
	<hr style="border-top: 1px solid black;"/>	<hr style="border-top: 1px solid black;"/>
	\$ 507,326	\$ 505,913
	<hr style="border-top: 1px solid black;"/>	<hr style="border-top: 1px solid black;"/>

NORTH WEST REGIONAL COLLEGE
Notes to Financial Statements
June 30, 2006

Johnson Holm Svensson

4. Capital assets

	2006	2005		
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Buildings	\$ 5,716,858	\$ 1,165,583	\$ 4,551,275	\$ 4,732,523
Furniture and equipment	<u>1,356,545</u>	<u>1,239,289</u>	<u>117,256</u>	<u>128,844</u>
	\$ 7,073,403	\$ 2,404,872	\$ 4,668,531	\$ 4,861,367

In 1998, North West Regional College and Living Sky School Division No. 202 (formerly known as North Battleford School Division No. 118) entered into a Capital Cost Sharing Agreement whereas the College received 15.5% share of ownership of the joint use facility. Title to the lands and building are held in name of the School Division, with the College's proportionate share held in trust.

An independent asset appraisal undertaken by Battlefords School Division No. 118 and conducted in April, 2000 determined the depreciated value, based on the College's 15.5% share of the facility, is \$4,209,452.

5. Accounts payable and accrued liabilities

	2006	2005
Accrued liabilities	\$ 250,139	\$ 72,639
Professional development fund	37,694	37,156
Sundry accounts payable	<u>13,760</u>	<u>9,090</u>
	\$ 301,593	\$ 118,885

6. Long-term debt

	2006	2005		
	<u>Total</u>	<u>Current Portion</u>	<u>Long-term Portion</u>	<u>Long-term Portion</u>
Royal Bank loan	<u>\$ 1,292,411</u>	<u>\$ 71,090</u>	<u>\$ 1,221,321</u>	<u>\$ 1,292,628</u>

The Royal Bank loan is secured by a resolution to borrow with a copy of the authorization letter from Minister of Advanced Education and Employment. Monthly payments are \$11,500 with interest at 5.31%. The loan is due November, 2019. The total principal repayment due on long-term debt in each of the next five years is as follows:

2007	\$ 71,090
2008	74,950
2009	79,030
2010	83,330
2011	87,870

NORTH WEST REGIONAL COLLEGE**Notes to Financial Statements****June 30, 2006**

Johnson Holm Svenkeson

7. Related party transactions

The College is related to all Saskatchewan Crown agencies such as departments, corporations, boards and commissions under the common control of the Government of Saskatchewan. Also, the College is related to non-Crown enterprises that the Government jointly controls or significantly influences.

Routine operating transactions with related parties are recorded at the rates charged by those organizations and are settled on normal trade terms.

In addition, the College pays Provincial Sales Tax to the Saskatchewan Department of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

Expenses for related party transactions during the year were as follows:

	<u>2006</u>	<u>2005</u>
Lakeland Regional College	\$ 14,902	\$ 17,115
Prairie West Regional College	18,872	22,282
SaskPower	-	8,803
SaskTel	60,369	60,576
Saskatchewan Property Management	460,728	449,107
Saskatchewan Workers Compensation Board	17,778	15,687

The College provided courses in conjunction with the Saskatchewan Institute of Applied Science and Technology (SIAST). During the year the College expended \$501,677 (2005 - \$691,732) for courses provided by SIAST.

The College also provided courses in conjunction with the University of Saskatchewan and the University of Regina. Transactions during the year were as follows:

	<u>2006</u>	<u>2005</u>
University of Saskatchewan		
Revenue	\$ 110,400	\$ 126,432
Expenses	131,840	137,585
University of Regina		
Revenue	\$ 18,438	\$ 26,837
Expenses	58,241	63,975

The College entered into a contract with the Saskatchewan Communications Network (SCN) to deliver various training and educational programs. The College received \$89,491 (2005 - \$89,491) during the year from SCN for these programs.

8. Pension plan

Employees of the College participate in one of the three pension plans. Teachers and other employees holding a teaching certificate participate in either the Teacher's Superannuation Plan (TSP) which is administered by the Teachers' Superannuation Commission or the Saskatchewan Teachers' Retirement Plan (STRP) which is administered by the Saskatchewan Teachers' Federation. The College has no financial obligation to TSP or STRP. Eligible employees contribute to TSP or STRP for their current service. The Province of Saskatchewan's General Revenue Fund is responsible for the required employer contribution of the STRP and for the financial obligations of the TSP. All other employees participate through the Municipal Employees' Pension Plan (MEPP), which is a multi-employer defined benefit plan. The last actuarial valuation of the MEPP indicated there was a surplus in the plan. The College's financial obligation to the MEPP is limited to making required payments to match amounts contributed by employees for current services. Pension expense for the year amounted to \$134,657 (2005 - \$125,492).

9. Budget

The budgeted figures reported in the Statement of Operations are obtained from the annual budget review document submitted to and approved by the Department of Advanced Education and Employment. The budget was approved by the North West Regional College Board of Governors on June 26, 2005, and by the Minister of the Department of Advanced Education and Employment on June 30, 2005.

NORTH WEST REGIONAL COLLEGE**Notes to Financial Statements****June 30, 2006****10. Credit risk**

The College does not have a significant exposure to any individual customer or counter party, with the exception of Advanced Education and Employment. The College conducts regular reviews of its existing customers' credit performance. An allowance for doubtful accounts is established based upon factors surrounding the credit risk of specific customers, historical trends and other information. The allowance for doubtful accounts for June 30, 2006 and 2005 was \$18,015 and \$13,072 respectively.

11. Financial instruments

There are no significant terms and conditions related to financial instruments classified as current assets or current liabilities that may affect the amount, timing and certainty of future cash flows. The carrying amount of accounts receivable, accounts payable and accrued liabilities, and accrued salaries and benefits approximate fair market value due to their immediate or short-term nature.

12. Comparative figures

Certain accounts in the prior year financial statements have been reclassified for comparative purposes to conform with the presentation in the current year financial statements.

13. Contingent liability

The termination of a College employee is presently being challenged in arbitration. The Management does not expect any liability arising from this claim would materially affect these financial statements. Because the amount of any future liability related to this claim is undeterminable, no amount has been recorded in these financial statements.

NORTH WEST REGIONAL COLLEGE

Operating Fund

**Schedule of Revenue by Function
for the year ended June 30, 2006**

Johnson Holm Svenkeson

Schedule 1

	2006										2005	
	General		Skills Training		Basic Education		University		Services		2006	2006
	Credit	Non Credit	Credit	Non Credit	Credit	Learner Support	Counsel	Total	Total	Budget Total	Total	
Provincial Government												
Operating grant	\$ 2,484,754	\$ 28,126	\$ -	\$ 72,477	\$ -	\$ -	\$ -	\$ 2,585,357	\$ 2,569,380	\$ 2,399,892		
Program payments	442,254	1,169,392	-	703,974	32,860	-	150,514	2,619,948	2,510,041	2,319,089		
Other	83,859	36,888	-	1,574	-	29,458	125	42,348	194,252	214,886	171,153	
	<u>3,010,867</u>	<u>1,234,406</u>	<u>-</u>	<u>778,025</u>	<u>32,860</u>	<u>29,458</u>	<u>150,639</u>	<u>163,302</u>	<u>5,399,557</u>	<u>5,294,307</u>	<u>4,890,134</u>	
Federal Government												
	-	-	-	-	29,000	-	-	-	29,000	-	-	10,900
Other												
Contracts	7,600	118,569	64,780	247,321	-	33,098	10,823	10,823	493,014	549,743	759,149	
Interest	42,829	-	-	-	-	-	-	-	42,829	23,500	26,509	
Rents	11,515	-	-	-	-	-	-	-	11,515	6,600	22,372	
Resale items	-	-	-	-	-	-	174,943	-	174,943	215,500	174,314	
Tuitions	-	548,217	234,851	1,400	5,635	242,766	-	-	1,032,869	961,514	938,219	
Other	67,624	6,163	870	-	350	3,384	12,321	4,147	94,859	159,777	148,317	
	<u>129,568</u>	<u>672,949</u>	<u>300,501</u>	<u>248,721</u>	<u>5,985</u>	<u>279,248</u>	<u>198,087</u>	<u>14,970</u>	<u>1,850,029</u>	<u>1,916,634</u>	<u>2,068,880</u>	
Total revenue	3,140,435	1,907,355	300,501	1,026,746	67,845	308,706	348,726	178,272	7,278,586	7,210,941	6,969,914	
Total operating expenses (Schedule 2)	2,805,360	1,857,379	284,325	1,060,238	57,774	381,068	340,419	353,170	7,139,733	7,214,621	6,732,896	
Excess (deficiency) of revenue over expenses	\$ 335,075	\$ 49,976	\$ 16,176	\$ (33,492)	\$ 10,071	\$ (72,362)	\$ 8,307	\$ (174,898)	\$ 138,853	\$ (3,680)	\$ 237,018	

See accompanying notes to financial statements.

NORTH WEST REGIONAL COLLEGE

Operating Fund

**Schedule of Expenses by Function
for the year ended June 30, 2006**

	2006										2005	
	General		Skills Training		Basic Education		University		Services		Budget	
	Credit	Non Credit	Credit	Non Credit	Credit	Learner Support	Counsel	Total	Total	Total	Total	Total
Agency	\$ 64,486	\$ 607,195	\$ 136,656	\$ 16,111	\$ 1,000	\$ 225,404	\$ 32,725	\$ 1,569	\$ 1,085,146	\$ 1,406,014	\$ 1,288,244	
Equipment	12,596	34,843	24	7,608	672	534	1,933	4,907	63,117	19,478	29,916	
Facility	555,183	43,565	52,488	12,294	17	35,145	-	50,262	748,954	797,519	641,100	
Information technology	33,258	-	-	-	-	-	-	-	33,258	49,493	16,058	
Operating (Schedule 3)	327,986	214,314	31,969	117,132	6,295	79,480	165,512	33,140	975,828	1,059,784	948,183	
Personal services	<u>1,811,851</u>	<u>957,462</u>	<u>63,188</u>	<u>907,093</u>	<u>49,790</u>	<u>40,505</u>	<u>140,249</u>	<u>263,292</u>	<u>4,233,430</u>	<u>3,882,333</u>	<u>3,809,395</u>	
	<u>\$ 2,805,360</u>	<u>\$ 1,857,379</u>	<u>\$ 284,325</u>	<u>\$ 1,060,238</u>	<u>\$ 57,774</u>	<u>\$ 381,068</u>	<u>\$ 340,419</u>	<u>\$ 353,170</u>	<u>\$ 7,139,733</u>	<u>\$ 7,214,621</u>	<u>\$ 6,732,896</u>	

See accompanying notes to financial statements.

NORTH WEST REGIONAL COLLEGE
Operating Fund
Schedule of Operating Expenses
for the year ended June 30, 2006

	<u>2006</u>	<u>2006</u>	<u>2005</u>
	<u>Total</u>	<u>Budget</u>	<u>Total</u>
Advertising	\$ 126,748	\$ 101,682	\$ 101,763
Association fees and dues	15,575	14,981	12,294
Bad debts	5,011	-	13,078
Computer software	7,014	22,000	5,681
Financial services	3,450	3,000	2,887
Goods and services tax	59,282	38,457	90,293
In-service training	56,260	68,282	64,091
Insurance	20,937	11,500	24,708
Licenses and taxes	553	-	1,013
Materials and supplies	191,475	199,505	187,121
Other	31,295	67,799	36,861
Postage, freight and courier	25,423	24,718	21,813
Printing and duplicating	33,674	29,050	14,987
Professional services	35,004	14,500	10,351
Resale items	145,457	200,350	171,967
Subscriptions	4,519	1,000	2,643
Telephone	42,649	52,720	32,039
Travel	171,502	210,240	154,593
	\$ 975,828	\$ 1,059,784	\$ 948,183
	—————	—————	—————

See accompanying notes to financial statements.

NORTH WEST REGIONAL COLLEGE
Schedule of Internally Restricted Net Assets
for the year ended June 30, 2006

	Balance Beginning of Year	Appropriation to Net Assets	Draw from Net Assets	Balance End of Year
<u>Internally Restricted</u>				
OPERATING FUND				
Administrative computer system Technology in the classrooms	\$ 75,000 40,000	\$ 25,000 -	\$ - (40,000)	\$ 100,000 -
Total operating fund	\$ 115,000	\$ 25,000	\$ (40,000)	\$ 100,000
CAPITAL FUND				
Battlefords campus project	\$ 103,948	\$ 19,164	\$ (116,112)	\$ 7,000
Furniture and equipment replacement - general	54,536	16,520	(24,400)	46,656
Facilities	193,156	11,512	-	204,668
Upgrade computer equipment	58,800	112,200	(51,000)	120,000
Total capital fund	\$ 410,440	\$ 159,396	\$ (191,512)	\$ 378,324
SCHOLARSHIP FUND				
Scholarships	\$ 54,009	\$ 2,017	\$ -	\$ 56,026
TOTAL	\$ 579,449	\$ 186,413	\$ (231,512)	\$ 534,350

See accompanying notes to financial statements.

Battlefords Campus

10702 Diefenbaker Drive
North Battleford SK S9A 4A8
Ph. 937-5100 Fax 445-1575

Meadow Lake Campus

North West Post-Secondary Centre
720 5th Street West
Meadow Lake SK S9A 1T9
Ph. 234-5100 Fax 236-7630

Spiritwood Adult Education Centre

Box 567
Spiritwood SK S0J 2M0
Ph. 883-2341 Fax 883-3002

St. Walburg Adult Education Centre

Box 4
St. Walburg SK S0M 2T0
Ph. 248-3288 Fax 248-3203

Unity Adult Education Centre and TEL Centre

Box 1438
Unity SK S0K 4L0
Ph. 228-4191 Fax 228-2383

Big River TEL Centre

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